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DP/5 64-5001
21 SEP 1964

MEMORANDUM FOR: Inspector General

THROUGH : Deputy Director for Support

SUBJECT : Supplementary Suggestions Resulting from Inspector General's Survey of the Office of Personnel

REFERENCE : Memo for D/Pers fr IG, dtd 5 June 64 (DD/S 64-3916), same subject

1. This memorandum is in response to the Supplementary Suggestions Resulting from the Survey of the Office of Personnel by the Inspector General's office. Our responses to these suggestions are listed below:

a. Dispersing of Office of Personnel Components. In general we are in very definite agreement that the dispersal of many of our components outside the headquarters building results in inefficiency and lost man hours. It would be highly desirable to bring almost all of these components into this building in order that they could be more efficiently supervised and that lost man hours could be eliminated. We do feel that the Washington Recruitment Office (1016 16th Street) is ideally located and should, for the foreseeable future, remain in that same general downtown location. Because of transportation and other problems, we feel that the Clerical Assignment Branch and the Interim Assignment Section which are also located at 16th Street should remain in its present location unless another facility offering its transportation conveniences to suitable temporary housing for new arrivals can be found. In addition there is some merit in the Office of the Chief, Personnel Recruitment Division being located in the Bryhill Building. The proximity that this office has to the location of the staff members of the JOE program is, at this time, very desirable.

b. Recruitment -- "Where there is more than one recruiter in a field office, one man should be placed in charge, rather than have each report separately to Headquarters as is now the case." Where we have a professional recruiter and a clerical recruiter sharing the same office, the professional recruiter has been designated as the supervisor in charge. However, we do not feel that it is either wise or in the best interests of efficiency to have one professional recruiter supervising another professional recruiter. Their assigned territories would not overlap and it is best that each, with his own problems, deal directly with Headquarters.

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c. "Recruiters need more information about the Career Officer Trainee Program. This should be provided to them as soon as the program is established and qualifications are agreed upon." We agree and on 22 September 1964 we will have a meeting of our recruiters and the JOT staff members at which time we hope to furnish our recruiters with more direction and guidance in this area. In addition, we have invited JOT staff members to sit in with our recruiters during campus interviews this fall in order that they may get a better appreciation of the recruiter's point of view.

agreement with this suggestion and steps are now being taken to see that appropriate signs are placed outside the entrance to our field offices.

e. "The Office of Research and Reports believes it should be permitted to send its own officers to universities in the fall of each year to contact prospective candidates provided such visits are coordinated with the Office of Personnel. We see no objection to this and suggest that ORR be permitted to do so." We have now met ORR more than half way in this regard. However, it is very questionable whether we should extend this privilege to very many Agency components as all the placement directors we deal with dislike piecemeal recruitment practices.

f. CSPD -- That Branch C have jurisdiction over Junior Professional Personnel up to and including GS-11 and that Branch D concern itself with clerical personnel regardless of grade. We feel it is questionable whether we should attempt to separate by formal identification who is or who is not professional or clerical at the lower grade levels. Junior personnel can compete by applying and later completing the JOT program, or in some instances they can work their way up the ladder. However, it is already apparent that it is necessary to be very perceptive in approving promotions above GS-07 and a recommendation is being made to the HRP that Panel C (supported by Branch C of CSPD) be responsible for considering promotions to the GS-08 level. In this way Branch C will in effect have control over those individuals who are moving into the more professional positions in the Clandestine Services.

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g. Inadequate Space for Private Interviews (CSPD). Additional space in this building is almost impossible to acquire at this time. In this regard we can only utilize the space in the best manner possible and strive when possible to secure additional space that will permit the desired degree of privacy.

h. Benefits and Services -- Overlap of Authority and Jurisdiction in the Functions of the Executive Secretary and the Recorder of the Honor and Merit Program. The Executive Secretary is the custodian of the medals and certificates and is responsible for their engraving, printing, etc. In addition this officer makes the arrangements for the ceremonies. [REDACTED] the Recorder, is the professional adviser of the program. We will endeavor to further delineate the responsibilities of those two officers during the ensuing months.

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i. Honor and Merit Awards Program is underused as a recognition and incentive tool. There is no doubt that this program could be used more than it has in the past. In this regard more publicity as well as further education of senior and middle managers might be most useful as underuse of the program may stem from a lack of appreciation of the scope of this program. As a start we have arranged for the Personnel Officers assigned to the Clandestine Services to be thoroughly briefed in the use of the program. Also, we shall continue to develop better means of acquainting both Agency officials and employees with the desirability of utilizing this program more fully during the remainder of this fiscal year.

j. Lack of Privacy in Benefits and Counseling Branch. The question of having accommodations more suitable to conducting private interviews is a problem that exists in many of our components. However, we have during the past two years greatly improved this situation by the installation of new partitions and greater utilization of space by ECB officers. We do not feel any further corrective action can be taken unless we are allocated additional space.

k. Fitness Reports -- Misunderstanding regarding the meaning of "Adequate" and "Proficient" (OCR and ORR). We are planning on a restudy of the most recent machine analysis of the Fitness Reports in order to check the rating pattern. Also, we plan on discussing this matter further with the personnel officers of these two components in order to rectify any problems that may exist in regard to misinterpretations of terms.

2. I will be very glad to discuss with you any of these suggestions further if you feel it is desirable.

Distribution:

O & 1 - Addressee

1 - DD/S

1 - Subj: IG Survey

1 - D/Pers chrono

/s/ Emmett D. Echols

Emmett D. Echols

Director of Personnel

OD/Pers [REDACTED] smh (18 Sep 64)

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